

WonderForum.com

An Honors Capstone Project

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*WonderForum.com:
Effectively Targeting and Debuting a Website to a Local Market*

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Section A: Introduction

The View from 30,000 Feet

Despite constant changes in vocabulary and dialect, the essential principles of strategy have remained invariable since humans first used this awesome power to ascend the food chain. The rules of battle and engagement are unchanged since antiquity: know thy enemy, know thyself, and know thy terrain. This Capstone seeks to understand the latter two of these, with the brunt of its focus placed upon deciphering the economic terrain of Northwest Illinois. Beyond all the technicalities, all the complexities, and all the data analyzed, this report is a dance attempting to balance these fundamental forces. And, as with any dance, the end result is a haphazard symmetry of precision and intuition. I have doubtlessly missed some steps along the way, doubtlessly stepped on the toes of my metaphorical partner, but I hope the greater integrity of the dance is enough to overcome these technical missteps.

The premise of this project seemed simple enough at the time. I would conduct market research of the area in order to answer two basic questions: 1) can WonderForum.com survive through a limited launch into a local marketplace, and 2) what is the best method for said launch? However, what soon became manifest is that I have never done anything quite like this throughout my scholastic career. I was simply not prepared for the sheer complexity of interactions between different sets of data. Nothing of this project exists in isolation. There is no piece of singular information that I can point to in either supporting or dispelling my premise. Instead what has emerged is a grand interplay, and a truth that is, at best, rather soft – and at worst wholly relative to any given point-of-view. Given this reality, my Capstone has taken on something of a dualistic nature. On one hand, I am still seeking to lay the groundwork of a comprehensive marketing plan for my company. But on the other, I have also been forced to lay a framework within *myself* in learning how to attack such a multifaceted project. I have been forced to learn, not just about the economic environment of Northwest Illinois, but *how* to learn about that environment – and indeed how to structure and organize so complex a project. This may seem an issue of semantics and of little note, but it is not. The end point is this: if this Capstone is evaluated only in relation to the goals specified in my proposal, then it is probably a failure. But if that evaluation includes what I have *learned* in doing this project, then it is an unquestionable success. I have gained the kind of experience that cannot be gleaned from a textbook, and learned important nuances of business that cannot be conveyed through a class.

The Paper

In writing this paper, I have tried hard to balance the requirements of the project with my wish for clarity, visual appeal, and impact. Though I strove to retain the academic spirit of the project, I also wanted to embody the unique characteristics and feel of WonderForum.com within the paper itself. What has emerged is a work that relates the same information as an academic paper, but in a manner that seeks to evoke a higher degree of empathy and appreciation from the reader. I believe that creativity and true enthusiasm are the best vehicles in transmitting complex ideas. Because of this, and because WonderForum.com is truly a dream of mine, I sought to step beyond the confines of a standard essay in hope of setting a new standard. This is a risk, I admit, but

I believe the philosophy behind WonderForum.com reaches deeper than any academic project – any work done on account of it must also reach for that same depth. So this is a risk I gladly accept.

The information presented here revolves around a single core message. Since this project encompassed so many specific details, I have streamlined the paper in the hope of enhancing readability and reaching my conclusions more quickly. The idea is to include only that information which is instrumental toward comprehending the main ideas. While key information is included and analyzed within the text, supporting information, which does not require delineation inside the core message, has been moved off into highlighted boxes or the appendices at the end. Ideally I would have liked to submit this report online, using a series of hyperlinks to add the optional depth for the discerning reader. Nevertheless, I have tried to replicate the experience on hardcopy as well as possible.

The paper itself is divided into five major sections. The first section outlines the broad infrastructure of the project itself – establishing the necessary project background and methods. This will include an overview of WonderForum.com, an explanation of the research methods used, and the broad objectives of the project. The second segment will focus on the research itself, as I seek trends and causal relationships between sets of data in an effort to understand the socioeconomic, demographic, and *psycho*-graphic nature of the proposed marketplace. Third, the information gained will be used to draw a series of critical conclusions concerning WonderForum.com and ultimately answer the two questions proposed in this introduction. Fourth, and perhaps most importantly, I will look toward the future and develop questions and methods for further study to be included in a more comprehensive marketing plan. The fifth and final section will be devoted to auxiliary information that I deemed unnecessary for the core message – including various appendices, graphs, and other supporting materials needed to appease the in-depth reader. With this outline in hand, we can begin by gaining a background into WonderForum.com.

Section I: Project Infrastructure & Background

A: WonderForum.com, LTD

The Idea

Every dream has its obstacles, and every industry its entry barriers. But there is no set of obstacles or entry barriers higher than those faced by the unknown artist – whether they be writers, musicians, painters, or virtually any other creator. For example, the average fiction writer makes roughly \$5000 a year. And while the successful artist becomes both widely celebrated, and well compensated, for his/her effort, much more genius will remain quietly anonymous than will ever be recognized by the channels of our entertainment machine. Traditionally, the blame for this problem has been placed upon the inability of media companies to bring potential talent to market. Given limited resources, fluctuating market tastes,

Section I Map

I: Project Infrastructure

A: WonderForum.com, LTD

- 1: The Idea
- 2: Vision & Mission
- 3: Cost Breakdown
- 4: Critical Risks

B: Research Methods

- 1: Information Acquisition
- 2: Survey Design
- 3: Analysis of Research Bias

C: Statement of Project Objectives

- 1: Primary Objective
- 2: Method
- 3: Key Benchmark

and a strong degree of risk aversion, publishing houses, recording companies, and art galleries alike are frequently reluctant to invest time and money into unproven ability. These factors create something of an “artistic gap”, as the proven talent of the industry – the Stephen Kings and U2s – continue to ascend while unknown creators can’t find the ladder. With the rise of the Internet, many began to predict the end of this gap amidst the advent of a channel open to proven talent and lay-person alike. However, this dream of the self-published writer ascending to stardom independent of the industry machine did not come to fruition. While the Internet *did* succeed in lowering the entry barriers in terms of supply (as Internet publishing is virtually free in comparison to print publishing), it did nothing to generate *demand*. By current estimates, there are nearly 2 Billion web-sites in the world today (Hitt et al, 112.) That is roughly 7.5 web-addresses for every man, woman, and child in the United States of America. New creators who lack the funds to promote their work find themselves quickly lost in an impossibly vast ocean of thoughts – unable to generate the critical mass of sales needed to break onto the scene. And so the gap continues to grow.

WonderForum.com was created under the revelation that any creator’s most valuable asset is not their *work*, but their *name*. Current Internet publishers miss the mark by attempting to sell the *work* of unknown creators – essentially throwing them into a shark infested marketplace without so much as the seat cushion from a 747. Instead, a new creator needs a chance to build an audience and a following *before* seeking to directly sell his/her work. WonderForum.com provides the opportunity to do just this. Rather than making the reader/listener/viewer (hence forth to be known as “viewer”) pay to experience the work of an unknown creator, we provide this service for free. The creator pays to post, and WonderForum.com uses these revenues to generate viewership, en masse, to the site. This gives the creators the exposure they need, and the viewers the cutting edge art they desire. Ultimately, the best and most salable creators will gain a following without the necessity of resorting to traditional channels more susceptible to caprice and industry connections.

Vision & Mission

The penultimate vision of WonderForum.com is to give fledgling creators a chance to gain an audience without the difficulties of agents, publishing houses, recording companies, or art galleries. We believe this will enhance not only the quality of all forms of art in America, but the quantity and variety as well. By removing the oligopolistic hold over what we read, hear, and see in regards to American art, we also believe that WonderForum.com can enhance the depth and quality of American life itself – which is truly the *ultimate* vision.

Every free and functioning society must maintain a certain level of intellectual thought, open discussion, idea sharing, and perception of life value. French philosopher Voltaire once stated that democracy would not work so long as the birth rate exceeded the education rate (Durant 583). The United States of America was the first (and perhaps only) country in history designed around idealistic principles. Idealistic principles are the cornerstone of our society, and those principles rest on philosophy. But philosophy, to be effective as the basis of idealism, must be constantly revisited, revised, and tested. WonderForum.com will encourage this brand of meaningful communication

through the various mediums of art – bringing a depth of thought to our society and world that does not currently exist.

This defined mission of WonderForum.com is twofold:

- 1) *Immediate Mission:* WonderForum.com exists to establish an equal opportunity marketing tool for artists of every genre to make their work known through a fair, democratic, and organic process by which the best and most salable material will rise to the top.
- 2) *Long Range Mission:* WonderForum.com seeks to promote connections and revelations between previously unrelated ideas, visions, and thoughts for the purpose of generating new knowledge both abstract and concrete – theoretical and applicable – by and for individuals of every walk of life.

In short, we seek to kindle the latent human wonder in everyone, everywhere.

Cost Breakdown

Estimating the costs associated with developing and maintaining

Chart 1.1		
Likelihood Interval		Expected
Website Development		\$7,500.00
Website Maintenance		\$3,840.00
InfoStore/ ISProvider		\$2,482.00
Unknown Infrastructure Costs		\$3,510.00
Website Promotion		\$35,000.00
Payroll Costs		\$10,400.00
Initial Government Fees		\$3,500.00
Con't Government Fees		\$790.00
Office Supplies and Misc Work		\$1,100.00
Legal Expenses		\$7,600.00
Insurance		\$5,100.00
Total		\$80,822.00
Lower Limit:		\$28,720.00
Upper Limit:		\$152,000.00
Est Most Likely		\$80,822.00

WonderForum.com proved an especially difficult task. Being an entirely original business design, it is difficult to anticipate many of the variables that will undoubtedly arise once business begins. However, my goal with this project was to lay the seeds of a marketing plan -- not determine the amount of venture capital needed. Indeed, many of these numbers will surely be significantly revised in the later stages of building my business plan.

For the purposes of this paper, an estimated cost breakdown was done in order to establish a financial benchmark which the local market must be able to meet annually. For the sake of simplicity, I have conflated

expenses with start-up costs. I have done this in the name of erring on the side of overestimating my annual expenses on the assumption that everything in the universe ends up costing more than originally planned.

Upon reviewing my expenses in **chart 1.1**, a number of features should be noted. First, I have arranged these costs within a Likelihood Interval. The range of prices observed during research determined the likelihood of each cost. The detail on this chart has been removed for the sake of clarity. A more comprehensive view can be seen in the

Appendix. Second, I have tried to include certain buffer categories (such as “unknown infrastructure costs”) to help defray some of the uncertainty with this breakdown. Third, I intentionally overestimated the budget for promotions within the Northwest Illinois region. It is likely that an on-campus saturation advertising campaign could be undertaken for *far* less than I have allotted. Finally, it must be noted that these expenses are a bit low in comparison to other Internet companies because I am focusing on a *limited launch*. In other words, I am playing conservative and working to establish a framework in the most cost efficient way possible. Corresponding revenues will also be relatively low in light of this fact.

Critical Risks

Though every new start-up will face a similar set of critical risks during its inception stages (Kuratko 335), there are a two which are especially important to highlight in considering this market analysis.

Management: Despite the strong concept I have of this business, whether I have the experience necessary to bring this project to life remains in question. Simply stated, it is not a matter of *if* I make mistakes, but rather if I can keep those mistakes from killing this venture while I learn how to deal with them. Someone with more experience would be more able to quickly adapt and recover.

Sustainable Competitive Advantage: The sustainable competitive advantage of WonderForum.com could conceivably be its Achilles’ heel. If the company becomes profitable, there does not seem to be a way of protecting my business plan against competitors with greater financial resources. Larger companies could replicate what I’ve done and push me from the marketplace.

B: Research Design

Information Acquisition

This Capstone utilizes both primary and secondary information acquired through a variety of means to accomplish its objectives. Each segment of the project takes a different brand of information as its backbone. For the broad analysis of the Northwest Illinois region, I have used census information and population numbers compiled in the *2001 Northwest Illinois Market Facts* published by the Center for Governmental Studies at NIU. Though this data is rather basic, it provides an invaluable top-level view of Northwest Illinois.

Moving beyond Northwest Illinois, NIU becomes the epicenter of my study. Any marketing attempt will focus predominately on the campus itself. Because while the economic soil of the greater region must be capable of nurturing and sustaining WonderForum.com, it is at NIU where the seeds will first be planted. The *1999-2000 Data Book* from the Division of Finance and Facilities Office of Institutional Research has been used to gain the necessary information, as well as a survey I conducted of NIU students at large.

Finally, moving beyond WonderForum.com and into the Capstone itself, a variety of secondary sources were used to provide the necessary backdrop, design methods, and supporting information for this project.

Survey Design

Through the course of the project, a survey of NIU students was conducted to ascertain answers to specific questions concerning the viability of WonderForum.com. The survey was designed to answer six basic questions:

- 1) Can NIU students *view* WonderForum.com?
- 2) Will they view?
- 3) Can they post?
- 4) Will they post?
- 5) Can they pay to post?
- 6) Will they pay to post?

A copy of the survey is indexed as **Illustration 1.1** in Appendix A.

The survey was administered randomly to 88 NIU students from around the campus. In some cases, the information required (such as if a student can pay to post) had to be gained indirectly due to the personal nature of the question. Asking a student how many books or CD's they own, for example, provides insight both toward their interests *and* their buying power without requiring the subject to divulge any sensitive information and thus risk distorting the results.

Analysis of Research Bias

As with any research project, there are many potential biases in the information I have collected. And because the fate of WonderForum.com may ultimately rest upon this information, it becomes important to assess these potential biases as objectively as possible.

The survey conducted in this project cannot serve as a *binding* statistical sample. Though I have inferred much from the information gained, many biases undoubtedly lurk in these results. But my point with this Capstone was to assess the immediate feasibility of a marketing idea, not pinpoint the specifics of that idea. Toward this end, the survey fits the profile.

Potential Biases include:

- 1) Limited sample size – it is unlikely that a sample of 88 students can accurately estimate the true “ μ ” value of the population
- 2) Survey administer bias – the attitude of the surveyor may influence the response of a subject
- 3) Denial -- Possible unconscious disbelief of negative results
- 4) Nonregressive Prediction – Neglect of the diagnosticity of the information on which the prediction is based (Plous 116)
- 5) “The Law of Small Numbers” – Assuming more randomness than truly exists (112)

Ultimately, my information is susceptible to inaccuracy mainly because I did the research myself and did not follow the strict code of statistical analysis. My own wishes and fears may be translated into this research unconsciously, and help to skew the results toward making this project *seem* feasible when it is not. However, I tried to compensate for this fact by setting high feasibility benchmarks (which will be discussed later.)

C: Statement of Project Objectives

Primary Objectives

- 1: Predict the potential estimated cash-flow for WonderForum.com in the Northwest Illinois region to determine if revenues from posting fees can exceed expenditures (see **Appendix A, Illustration 1.2**)
- 2: Gain an intuitive feel for the “fit” of WonderForum.com into the target marketplace.

Financial Method

- 1: Estimate percent of population that fits target market in Northwest Illinois
- 2: Estimate per capita annual expenditures on the site with allowed promotional budget.
- 3: Compare revenues with expenditures.
- 4: Answer Questions 1 and 2

Key Benchmark for Possible Viability

- 1: Using expected scenario analysis, total cash inflows from Posting fees alone must roughly approximate cash outflows.

Section II: Data Analysis

A: Northwest Illinois

Demographic Breakdown

Generally speaking, there is nothing exceptional about the demographic nature of Northwest Illinois when compared to Illinois on whole. Illinois is still, in many ways, an agricultural state. NW Illinois is no exception. With an estimated 672,476 people (Northwest Illinois Market Facts 11), the region represents 5.5% of the total state population. By comparison, the Chicago Metro area represents 64.5% while encompassing much less area geographically. Population growth, though marginally higher than greater Illinois (.3%), significantly lagged that of the Chicago Metro Area (see **Chart 1.2**). Furthermore, 80.3% of the land area is in farms. And though the number of farms seems to be decreasing, the total number of acres farmed has actually increased (10).

The population of NW Illinois is slightly younger than the rest of the state (see **Appendix A, Chart 1.3**), having the highest percentage of people falling into the 20-44 age category – the prime target for WonderForum.com. However, despite its slight

Section II Map	
II: Data Analysis	
A: Northwest Illinois	
1: Demographic Breakdown	
2: Socioeconomic Status	
3: Behavior	
4: General Psychographics	
B: NIU	
1: Population Dynamic	
2: Enrollment Trends	
3: Survey Analysis	

Chart 1.2
Population Trends and Projections (Abridged)

	2000 (est.)	% Growth, '90-'00	% of Total
NW IL	672,476	6.5	5.53
Chicago Metro	7,848,453	7.9	64.56
Illinois	12,155,977	6.2	

Source: "Illinois Market Facts"

advantage in youth, the population is also a good deal less diverse when compared to a market like Chicago.

Given the nature of the business, Wonder-Forum.com needs a diverse audience to impart a vast array of experience and perspective.

Socioeconomic Status

On whole, the citizens of NW Illinois are generally less wealthy and less educated than the total population (see **Chart 1.4** and **Appendix A Chart 1.5**, respectively). The estimated per capita income for NW IL in 2000 was \$26,054 – compared to the \$31,263 state average (30). And only 19% of citizens in the region have collegiate degrees – much less than the nearly 30% in Chicago Metro.

NW IL also fairs poorly by comparison in terms of the "Wealth Index" – a measure adjusted for cost of living and intended for regional comparison. This problem is compounded by the fact that growth in per capita income remains sluggish in comparison to both the state and the Chicago Metro Area. The NW IL region has also faced slightly more volatile unemployment than the state at large (13), though this *may* reflect the seasonal nature of the agricultural industry. Ultimately, these factors do not paint a rosy picture for WonderForum.com – as our sustainability relies on a curious, generally well-educated, target market with the money to spend pursuing their interests.

Chart 1.4
Per Capita Income, current dollars (Abridged)

	2000 (est.)	% Growth, '90-'00
NW IL	26,054	3.9
Chicago Metro	35,898	4.7
Illinois	31,263	4.3

	NW IL	State	US
Wealth Index:	95	110.04	100

Source: "Illinois Market Facts"

Behavior

It was difficult to discern the underlying buyer behavior of NW IL as the data available did not provide a revealing glimpse into the preferences and intentions of people in the region. By examining the employment by industry, however, we can gain at least a partial glimpse of life in the region – which is probably the largest determinate of behavior.

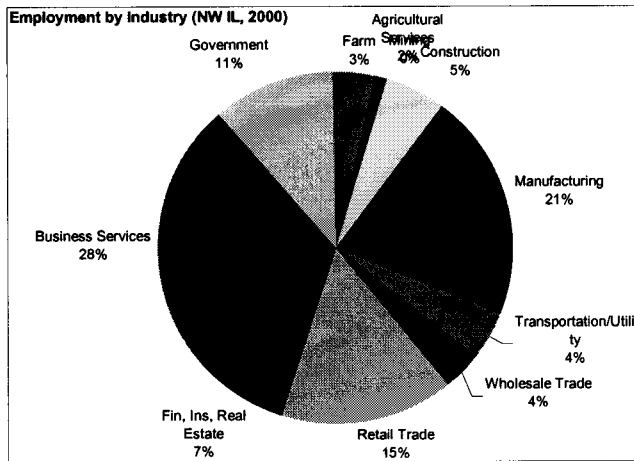
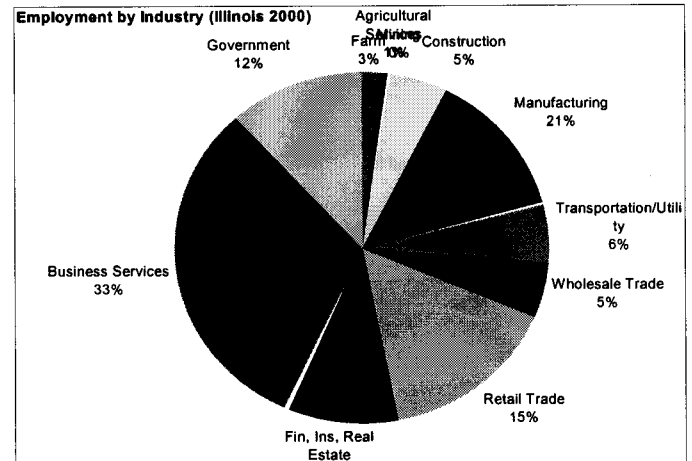


Illustration 1.3
Source: Illinois Market Facts



The regional emphasis on Manufacturing coupled with the comparatively diminutive amount of resources allocated toward Business Service and Financial Institutions indicate a pace of life that is decidedly more blue collar (see **Illustration 1.3** and **Appendix Chart 1.6**). Moreover, NW IL spends far less on apparel, eating and drinking, and furniture than does the rest of the state (see **Appendix Chart 1.7**). Some of this discrepancy is surely caused by a difference in the overall cost of living, but these facts nevertheless hint at a lifestyle which is slightly more provincial. Once again, this profile does not seem in sync with the kind of environment in which WonderForum.com could flourish.

General Psychographics

Though it is difficult to get an accurate view of the lifestyle, personality, and behavior of the people in NW IL, the information presented can help us gain at least a working understanding of the prevailing regional psychology.

By and large, the regional psychology does not seem well suited to the aims of WonderForum.com. Though an ethnically and racially diverse population is not a prerequisite for creativity, the kind of idealistic chaos found in more urban areas does provide food for the wondering mind. This is a gross generalization, and should not be confused with saying that a more rural area precludes creativity in its residents. Nevertheless, it is more mathematically probable that the fledging artist will be found in an area with greater diversity, higher population density, and a more flavorful cultural base. Likewise, the slightly lower living standard also ensures less disposable income for both the site itself, and the hardware which carries it.

On the surface, the overarching personality of NW IL does not seem one that would embrace this company. But beneath the surface significant questions still lurk. One of these is a matter of psychology: does sustained manual labor generate a craving for mental exercise? In the same way that a white-collar worker sometimes seeks physical exercise to counterbalance his/her mental exhaustion, does the blue-collar worker seek the same for his/her mind in the wake of physical exhaustion? This is a hidden variable which may deserve more future study – as it would directly impact the potential audience for WonderForum.com.

B: NIU

Population Dynamic

One of the primary benefits of seeking to initially market at any college campus is the inherent homogeneity of the population. Though differences will always exist, there is a prevailing dynamic that sets a common theme. For example, 82% of all students enrolled in Northern Illinois University – whether on campus or off – are age 30 or younger (Data Book 19). This similarity in population dynamic allows marketing efforts to be more efficient and effective – increasing the mileage the prospective company will get for its dollar. In this regard, Northern Illinois University provides an immediate seedbed for the marketing endeavors of WonderForum.com. But the essential question comes when we decide whether that market will *accept* the product itself.

Many of the disadvantages expressed when profiling the NW IL region evaporate when we place the same lens on NIU. First, the majority of NIU students are not from the NW region at all, but rather from more urban and suburban areas of the state (see

Chart 1.8		
County of Origin of On-Campus Students		
	Students (Fall '99)	% of Total
Cook-Suburban	4920	23.652709
Cook-Chicago	1650	7.932310947
DuPage	2736	13.15321379
Kane	1740	8.364982453
Lake	1015	4.879573097
McHenry	963	4.629585116
Total Urban/Suburban	13024	62.61237441
Other Counties	7777	37.38762559
Out-of-State	906	4.355559829
Out-of-Country	591	2.841209557
Unknown	24	0.115379068
Total	20801	

Source: Data Book 1999-2000

Chart 1.8). This urban/suburban breakdown has two advantages. First, the majority of students come from areas which have significantly more money than the NW. DuPage, for instance, is the state's wealthiest county. More wealth translates into a greater possibility that the target market will

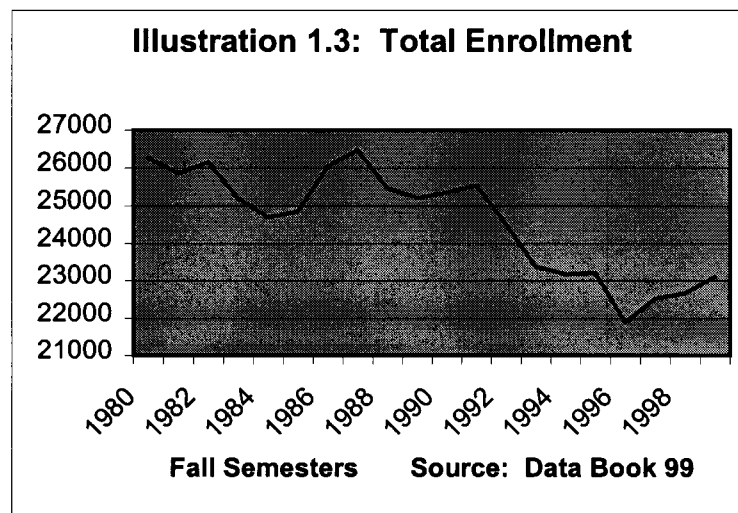
have the disposable income necessary to fully tap the potential of WonderForum.com. Second, and equally as important, a more urban population generally indicates a slightly more *cosmopolitan* population as well. And while this claim may seem at odds with the previous statement that the University provides a more homogenous citizenry, it is not. WonderForum.com seeks congruity along the lines of age, income, and lifestyle – *not* that of race, religion, or predominant life experience. Indeed, in this regard, the more diversity the better. Diversity promotes two effects. First, it lends a higher degree of flavor and individuation to the work on the site. And second, a more diverse population will have a tendency to be more open toward new ideas (again I am generalizing, but it is generally true.)

Despite immediate advantages, there are a number of drawbacks to the population profile of NIU. While the breakdown is favorable when considered from an “in-state” perspective, the “out-of-state” and “out-of-country” enrollment leaves much to be desired. Effective marketing of WonderForum.com will require that students take their knowledge of the site back home with them. However, with the “out-of-state” and “out-of-country” enrollment comprising only about 7% of the total, the range of on-campus marketing efforts will be quite limited. It is unlikely that the “buzz” of WonderForum.com will travel much beyond state borders. The lack of national or international zest to the campus also inhibits the kind of cultural diversity required for the site.

Enrollment Trends

The study of NIU enrollment is absolutely vital toward understanding how consistent and robust the market will be.

Across the past twenty years, total enrollment at NIU has been generally been sliding (see **Illustration 1.3**). Though it has seen a slight recovery in the past two years,



what is not known is whether this recovery represents students on campus, or the heightened draw of NIU’s satellite campuses. Furthermore, though the overall slide in enrollment *cannot* be attributed just to a shift in societal demographics, this issue is a moot point. For the purposes of WonderForum.com, the total concentration of students is what matters – not why that concentration is fluctuating. Toward this end, the slide of total enrollment proves a dubious signal.

Beyond the overall enrollment on the campus, our enrollment profile must also extend to the way in which these students are enrolled – specifically in terms of credit hours. 79.9% of students carry between 11 and 17 credit hours (Data Book 16). This becomes significant when we attempt to assess how much *time* the average enrolled student has to their own pursuits. The great majority of students on campus carry a rather average load of classes. Nearly 27% sit directly at the median number of 15 hours. Such a reality means that most students will likely have the time they need to explore WonderForum.com if they wish – at least in terms of class load. Part and full-time jobs

also play a factor, but this information was not available without conducting a great deal of first hand study.

Finally, I had also planned to chart how many students were enrolled in what majors – deducing that major choice would reflect personality. However, through the course of conducting my survey (to be discussed momentarily), I was surprised to find almost no correlation between desired major and personal interests. For the most part, intended major seems to bare no reflection on which students will likely use the site. Further research might contradict these findings, but for now there seems no correlation.

Overall, the enrollment trends of NIU give a mixed view as to the potential success of WonderForum.com. The generally sliding enrollment is worrisome, however the fact that NIU students maintain some balance in their life (by keeping an average load of classes) points to a more favorable reality. In the end, this is just supporting information to a larger whole – and no final conclusions can be drawn from it.

Survey Analysis

The survey conducted of 88 NIU students was designed to get behind the numbers presented in other publications in order to truly gain a glimpse into the personality, values, beliefs, habits, and lifestyle of the campus. Indeed, this was not an easy feat.

The questionnaire used for the survey was written with a medley of questions designed both to infer knowledge from the subject, and gain it directly. By beginning with such entry-level questions as asking how many books or CDs they own, their major, or favorite movie, the surveyor could gain both valuable information as well as put the subject at ease. For example, one's favorite movie gives some glimpse into their artistic preferences. A favorite CD does the same, and the *number* of CDs gives a hint toward buying power. After the entry-level questions, slightly more probing (though still circumspect) questions were asked concerning the subject's creative interests and outlets. Ultimately, this play between direct and indirect information gathering paints a more complete picture of the subject on whole.

Most of the hard analysis of collected data was done from an intuitive viewpoint. Given the unique nature of the project, it was difficult to assign a numerical weighting process to the questions asked. If the subject seemed uninterested with WonderForum.com, but owned 2000 CDs, which response should take precedence? Though the subject may seem cool to the idea on the surface, anyone willing to spend \$20,000 on CDs would likely be willing to explore some unknown artists on WonderForum.com. For the sake of this project, I thought it better to blend numbers and instinct and avoid any direct weighting system. I could have given a possible point total to each question, and then prescribed a fraction of those total points depending on the response – taking into account weighting by allowing different maximum totals between questions. But given the array of responses, and the already mathematically precarious survey execution, I felt greater accuracy would come from a more aggregate, intuitive approach.

The purpose of the survey was to estimate just how many students would conceivably make use of WonderForum.com, and how much they might spend on the site. In order to compensate for some of the flaws in the research design, I have arranged the responses in terms of a "Likelihood Interval." Furthermore, the results first surmised

through the study of the surveys has been made the extreme “best-case-scenario” – once again for the purpose of erring on the side of caution.

Chart 1.10

Chart 1.10 - sub A

Most Likely

Worst

10.00%

20.00%

40.00%

20.00%

Best

10.00%

AVG

Can View

63

52

45

41

34

46.3

Will View

8

12

15

13

11

12.9

Can Post/ Will Not View

5

5

5

5

5

5

Will View/Can Post

5

8

8

7

6

7.3

Will Post

5

7

8

10

12

8.3

Will Pay to Post

2

3

5

8

13

5.7

UT Creators

0

1

2

4

7

2.5

Pay Scale "Upper-Tier"

(*See Appendix Chart 1.10 for Income Interval)

Chart 1.10 -sub B

Worst

Best

AVG

Scenario

10.00%

20.00%

40.00%

20.00%

10.00%

WW

0

\$0.00

\$0.00

\$0.00

\$0.00

\$0.00

\$0.00

W2

1

\$29.00

\$40.00

\$56.00

\$70.00

\$157.00

\$63.00

ML

2

\$58.00

\$80.00

\$112.00

\$140.00

\$314.00

\$126.00

B2

4

\$116.00

\$160.00

\$224.00

\$280.00

\$628.00

\$252.00

BB

7

\$203.00

\$280.00

\$392.00

\$490.00

\$1,099.00

\$441.00

AVG sub A

2.5

\$72.50

\$100.00

\$140.00

\$175.00

\$392.50

\$157.50

Pay "Lower-Tier"

Base Rate

\$15

Chart1.10 sub C

Scenario

Income

Average Expected Annual Income From Sample

\$243.00

WW

2

\$30

Estimated Income from Campus

W2

3

\$45

(Sample Extrapolated to Total)

\$57,439.13

ML

5

\$75

B2

8

\$120

Total Enrollment

20801

BB

13

\$195

Sample Size

88

AVG sub A

5.7

\$86

Assessing the data required a blend of assumption and computation. The final revenue estimate -- \$57,439.14 – came about after three steps. First, I made a Likelihood Interval to determine the *most likely* number of Upper and Lower-Tier Creators (see **Illustration 1.4**). Second, using the “80/20 Rule” of marketing and yet another Likelihood Interval, I tried to estimate how much the Upper-Tier Creators would spend. Third, I estimated the amount of yearly subscription fees taken from Lower-Tier Creators. Finally, I ran a series of conditional probability computations to determine the most likely final number. It is important to note that these are only ballpark figures. The Likelihood Intervals were used to decrease the inherent subjectivity and potential bias in analyzing the data. Furthermore, the final number of \$57,439.13 rests on the assumption

that a sample of 88 can predict a school of 20,801. Statistically speaking, this *is* a large enough sample to make some predictions. But a more controlled and objective study would be necessary to determine a more specific number. However, beyond these potential biases and problems, it must be noted that I was very conservative in making these estimations. Remember, the “best-case-scenario” was actually the one most reflected in the survey.

Ultimately, there is a bit more information that can be plumbed from the surveys taken. For the demands of this particular project, however, I sought only to gain a rough estimate of the potential revenues to be gained by launching WonderForum.com. Though the process was much (or more) an art than a science, I feel confident that this number *does indeed* loosely approximate the true “ μ ” value.

Section III: Conclusions

A: General Impressions

“A Definite Maybe...”

WonderForum.com is a wholly unique and original business design. There are no roadmaps written to route its path to success, there is no expert opinion that can say definitively whether it will or will not work, and there is no trail to follow. And while many unique Internet companies have sailed (and sunk) upon the classic principles of business itself, each has had to find its own way. WonderForum.com is no different.

It would be nice to say that this research gives a clear and objective answer to the questions posed in the introduction. Unfortunately, reality does not flesh it out. There is ambiguous information which is difficult to resolve with the swipe of a brush that paints only in black and white. On the surface, the NW IL region does not seem at all suited to helping this company flourish. The region is relatively sparse, its cultural base relatively homogenous, and its citizenry more apt to spend its money on less abstract products. But that is only the surface. Failing to look deeper would be to make a classic marketing mistake. In terms of measuring impressions and potential response, the whole is usually greater than the sum of its parts (Semon 1) – and the view gained from this data cannot hope to reflect what happens in the mind of an individual. And WonderForum.com is entirely *about* the individual.

The problem with measuring NW IL in terms of the numbers analyzed is that these broad generalities run the risk of marginalizing the unique individuals within the society. Overall, WonderForum.com does not need an enormous base to support it. But it does need a critical mass of thinkers and curiosity seekers to get it started. From the

Illustration 1.4: Understanding WonderForum.com

Upper and Lower-Tier Creators are the two categories of Creator on WonderForum.com.

Lower-Tier Creators pay a yearly subscription fee of \$15 and can post their work to the *Lower-House* of the site.

Upper-Tier Creators pay \$20 for each original work published and the yearly fee, but are posted in the more prestigious *Upper-House*. The *Upper-House* gives creators an opportunity to compete for a position on “*Main-Stage*” – which is reserved only for the most frequently accessed work. Once on *Main-Stage*, the creator gets the recognition of having broken through to the elite echelon of WonderForum.com, and is rewarded with an amount determined by the degree of competition. The reward is a percentage taken from posting fees, and can range anywhere from \$500 to \$500,000.

data it cannot be determined just how many people in this region would find WonderForum.com a refreshing change of pace from ordinary experience. The final conclusion is not to say that NW IL is a *bad* place to launch the site, but rather that it is not the *best*. Compared to a region like Chicago Metro, there are relatively few advantages in focusing anywhere within the NW IL area. A launch in NW IL might not mean the death of WonderForum.com, but it certainly does not offer the best chance for success.

Northern Illinois University is essentially the same story, but different by degree. Unlike the Northwest on whole, the surface analysis at Northern provides a much more encouraging glimpse. The demographic and socioeconomic profiles point to a community which would likely embrace the web-site and have both the time and money to nurture it. The concentrated population also proves an important element, as whatever marketing implements used to stir interest would be given longer legs. And while dropping enrollment does compel caution, the overall situation looks quite strong. The surveys provide powerful reinforcement to this end. From the questions asked we can conclude there would likely be adequate response in this area to approach critical customer mass. But beyond this assessment, the question begs asking: are these features unique to Northern Illinois University or could they be found (and perhaps in greater degree) in other area schools? Though continued research is doubtlessly necessary, my initial conjecture assumes that *most* schools would share these positive traits.

The estimated yearly revenue number exacerbates the dilemma. The financial analysis can neither confirm nor deny the feasibility of this project. While start-up costs and annual expenses can be estimated within a reasonable window, estimating true sales is a much trickier goal. No company has ever accomplished what WonderForum.com seeks to do. Thus, there is no template from which to draw a revenue profile. Much deeper and exhaustive research is needed before the strict financial feasibility of this project can be determined.

These elements together, coupled with Northern's limited out-of-state and out-of-country enrollment, brings about a similar situation as with Northwest Illinois. Indeed, NIU may not be the *worst* community to launch the site, but it is unlikely the best.

Finally, when looking at NW IL and NIU together, a new universe of questions materializes. This report was generated on the *assumption* that NW IL and the NIU area would be related in concert with their geographic similarity. This may be incorrect. Since NIU draws most of its students from more suburban counties, there is no visible evidence to conclude the regions are related. Northern Illinois University might well be a slice of Chicagoland grafted upon lonely farm-fields – bearing no semblance at all to the supporting community. If true, it would be wrong to assume that a concentrated marketing effort at NIU would filter to the immediate surrounding area. The populations may well be too dissimilar to facilitate any brand of contact at all. (The issue of latent assumptions will be discussed more thoroughly later.)

B: The Bottom-Line

Conclusions

Based on the findings of the study, the following can be concluded:

1. The NW IL region may not be the worst area to launch WonderForum.com, but it is unlikely the best.
2. Northern Illinois University displays traits advantageous toward a local launch, but more research is required to determine if those traits exist at every school.
3. Financial analysis of the local market neither supports nor negates the financial feasibility of the project.
4. It cannot be assumed that NW IL and NIU are related communities.
5. Further research is required to determine the relation between NIU and NW IL, the financial viability of WonderForum.com within the market, and the response to the web-site from a larger segment of the population.

Question 1: Can WonderForum.com survive through a limited launch into a local marketplace?

Despite the generally ambiguous results attained during this project, a limited launch into a local marketplace *does* seem a reasonable strategy. Based on the surprisingly positive survey results, the nature of local marketing, and the resources required to begin the project, a local launch may be just the plan needed to grow a small venture – balancing accessibility and quick revenue against limited resources. Moreover, the nature of the company itself – with its “off-mainstream” essence – precludes a large, mass-media deluge. Ultimately, though greater revenue and faster branding may be attained with a more ubiquitous attack, both the profitability and the *staying power* of the WonderForum.com name will be enhanced through a more thoughtful and focused approach. Whether that focus should be the NW IL and/or NIU region remains in question.

Question 2: How can this launch be most successfully executed?

Upon reviewing the data, a powerful marketing idea becomes clear. WonderForum.com is designed to have something of an “anti-establishment” flavor. Such a flavor presents an array of unique marketing challenges. The company must be known, but not perceived as mundane or overly mainstream. To compensate, any effective marketing of WonderForum.com will need to take a form that is much more passive-aggressive than normal. Translated, this means creating a “buzz.”

In his book “The Anatomy of Buzz”, author Emanuel Rosen discusses the intricacies in generating one of the most powerful branding tools that exists. Rosen asserts that creating a “buzz” using network hubs is an effective and cost efficient method toward creating awareness of a product without overselling (Rosen 43). It is this concept that is central toward the efficacious marketing of WonderForum.com.

According to Rosen, a network hub is any number of networks that will transmit information, with little outward impetus via a “buzz”, to broader areas. These hubs are

social and technological, concrete and abstract (52). With regard to marketing WonderForum.com, the network hub is the college campus. Unlike a typical geographic region, the college campus has a unique advantage: its population is drawn from many other areas. Whereas most segments of the population will stagnant for a time near or at their place of origin, college students are constantly moving between school and their parent's home. This is a network hub. By using the efficiencies created by a dense and largely homogenous population, a marketing blitz focused on college students will likely create a buzz as word of the company radiates outward toward other regions. Eventually, WonderForum.com may assume its own momentum as loyal customers return home with their knowledge of the site. Such a form of marketing is both cost efficient and in accord with the nature of WonderForum.com

The challenge is in finding the correct hub. Though we have concluded that NIU might be a sufficing arena for such an endeavor, more research should be undertaken to find a more ideal location. A basis for judgement should be the number of out-of-state and out-of-country students enrolled in a given university. The University of Southern California, for example, will likely have far more national and international students than will the University of Southern Illinois. The distance from home represents the extent of the network. By concentrating on those campuses which have both a responsive population, and a high geographical diversity of students, the mileage of a given marketing dollar can be optimized and a buzz can be created.

Section IV: Looking Ahead

A: The Right Questions

As I have already stated, bringing all the elements of this project together was a difficult job. Though in some respects I am happy with the result, I must admit that there is a *long* way to go before any comprehensive marketing framework can be assembled. In trying to develop a structure, find all relevant information, and synthesize that information into meaningful results, I have been somewhat overwhelmed by the magnitude of this ordeal. Though it seemed it at the time, the research I have done is by no means exhaustive. Consequently, though the Capstone portion is drawing to a close, this project is far from over. I have only just begun to peer into the beliefs, habits, personalities, and interests of my target market. I still lack a firm grasp of the financials involved. And indeed this business is still much more a dream than an undertaking. Nevertheless, although the conclusions presented in this paper provide no firm results, the *mistakes* I have made, and the opportunities I have seen, more than redress the circumspect conclusions. In the end, I have no good answers. But now I know the right questions to ask – which is everything.

Information is the key. Though the data I have gathered has given some glimpse toward the world outside, I need more – *much* more. My methods must become more exhaustive, more controlled, and more creative.

Exhausting the Options

Creating a buzz at college campuses seems a strong approach to initially marketing WonderForum.com. But beyond just the college approach, there are certain elements I need to know about the student population. First, it is important to determine

not just interest in the site itself, but what an average college student is willing to pay. Surveys and focus groups are the key. Concerning surveys, I need to bring more depth and increase the sample size dramatically. Furthermore, I need to take a wider swath of students – from New York University to UCLA – in order to gain a comparative analysis between schools and culture. The Internet will be a useful ally. Internet market research has become the fastest growing and most effective way to gain large amounts of data with limited resources (Felson 2). Beyond surveys, I must conduct a series of focus groups. It was my intent to include a focus group with the results of this study, but at the time I simply didn't have the correct questions. It is imperative I learn, in greater depth, what people would be willing to pay to post, how frequently they would post, and what their major concerns would be. Though some of these questions were included on my survey, the encouragement of a focus group is needed to bring more depth and variety to the responses. A working beta copy of WonderForum.com will be necessary to facilitate this end. Ultimately, no accurate financial breakdown can be conducted until I learn the prevailing idea of what people are willing to pay. One of the inherent flaws of my research was that I used anecdotal evidence in making this determination. Though I am confident the answers will be within this range, I must know for certain before I can truly my chips on the line.

Third, though there are currently no direct competitors with WonderForum.com, I must explore the tangents. I must learn not just if various different forms of educational and enriching entertainment – such as the Discovery Channel – pose a threat to my company, but also how those companies operate and attract business. Examining the business models of companies whose product is similar to mine will provide valuable insight into the behavior of my customers.

Finally, I must explore, in greater depth, the nature of “buzz” marketing. Though a broad plan of action can be determined from the information given, I have not yet developed tactics to implement this strategy.

Research Design

Exhaustive research alone is not enough. Creating an accurate profile of the region will also require a higher degree of control and creativity within that research. It is important to understand that market research, while a good tool overall, cannot always measure intangible elements of a product (Semon 2). For the sake of WonderForum.com, this may become an important issue given the abstract nature of the product. Gaining a more complete consumer view will require a mix of both quantitative and qualitative studies. According to Sharon Greaves in her article “An Emotional Issue”, new products can often make contact with a consumer at “an unconscious level and communicate emotionally, not rationally” (Greaves 1). WonderForum.com may be one of these products. Future studies must be careful not to lose sight of the forest through the trees.

Finally, future research design must be carefully developed to provide a more controlled evaluation. For example, studies can sometimes be designed in such a way that correlation is confused with causation (Mazur 1). Accurate predictions can only be made if the true relationship is clear (2). Though my research provided a partial glimpse into the market, my methods of examination were more arbitrary than they should have been. Although providing powerful qualitative data, objectivity was lacking. Later studies must take such limitations into account.

B: Looking Ahead

...The Journey of a Thousand Steps

Every dream has its obstacles, and every journey its first step. Hopefully, this project represents the first of many steps in the life of WonderForum.com. In the end, I have culminated this experience with more questions than answers, and more doubt than bravado. But I believe they are the right questions – and doubt is good.

There is much yet to be done. But this is a journey of a thousand steps, and I am just setting out. Before the project began I had only an idea for a company. Now I am gaining a firmer grasp of it will take that company to survive in reality, and what must be known to ensure it a chance of success. I admit that this analysis scratches only the surface. But these waters are deeper than I anticipated and I am still learning to swim.

Beyond it all, one revelation becomes clear as I envision the *enormous* amount of work yet to be done: it is no longer a question of academics. Now the *real* game has begun, and I must hurry to arrange my pieces. There is hope for WonderForum.com, at the very least I have learned this much. But how much hope is yet a mystery – though I plan to find out.

This is a journey of a thousand steps, and I have taken just one. A great many barriers still exist – both physical and psychological. Have I learned to shed my undergraduate ways? Will research be enough to determine the viability of WonderForum.com? Can I stay in the game when the bigger fish enter? These questions will confront me someday, and I will undoubtedly find out. But for now, I can only take this step...

...and hope.

Section V: Supporting Information

Appendix A

Chart 1.1: Estimated Expense Interval

Expenses for "WonderForum.com" (Est)						
<i>Likelihood Interval</i>	10%	20%	40%	20%	10%	AVG
Website Development	\$1,000.00	\$2,500.00	\$6,000.00	\$10,000.00	\$25,000.00	\$7,500.00
Website Maintenance	\$1,000.00	\$1,700.00	\$3,000.00	\$6,000.00	\$10,000.00	\$3,840.00
InfoStore/ ISProvider	\$720.00	\$1,150.00	\$2,300.00	\$3,700.00	\$5,200.00	\$2,482.00
Unknown Infrastructure Costs	\$500.00	\$1,500.00	\$3,500.00	\$5,000.00	\$7,600.00	\$3,510.00
Website Promotion	\$15,000.00	\$25,000.00	\$35,000.00	\$45,000.00	\$55,000.00	\$35,000.00
Payroll Costs	\$4,000.00	\$7,000.00	\$10,000.00	\$13,000.00	\$20,000.00	\$10,400.00
Initial Government Fees	\$2,500.00	\$3,000.00	\$3,500.00	\$4,000.00	\$4,500.00	\$3,500.00
Con't Government Fees	\$500.00	\$700.00	\$800.00	\$900.00	\$1,000.00	\$790.00
Office Supplies and Misc Work	\$500.00	\$800.00	\$1,100.00	\$1,400.00	\$1,700.00	\$1,100.00
Legal Expenses	\$2,000.00	\$5,000.00	\$8,000.00	\$10,000.00	\$12,000.00	\$7,600.00
Insurance	\$1,000.00	\$2,000.00	\$5,000.00	\$8,000.00	\$10,000.00	\$5,100.00
Total	\$28,720.00	\$50,350.00	\$78,200.00	\$107,000.00	\$152,000.00	\$80,822.00
Lower Limit:	\$28,720.00					
Upper Limit:	\$152,000.00					

Appendix A

Illustration 1.1: Survey

DEMOGRAPHIC QUESTIONS:

Name:

Age:

Sex: M/F

Major:

Commuter?: Y/N

About how many CDs do you own?:

About how many books do you own?:

What is your favorite TV station?:

Do you have Internet access?

What Kind?:

Do you use the Internet for non-specific purposes?

Do you have any creative outlets?: Y/N (*)

CREATIVE QUESTIONS:

What is your creative outlet?

How much time do you spend with your outlet a week?

PRIMARY QUESTIONS

Would you use the Internet to explore your creative outlets?

Would you be willing to share your creations online?

Have you ever posted anything online?

If so, where:

What would be your major goal in posting your creations online?

What would be your major concerns?

For Good Respondents:

-Are they willing to participate in Focus Group?

Name:

Contact:

Other:

Administrator Use:

Name:

Location:

Time:

Day:

Other:

Appendix A

Chart 1.2

Population Trends and Projections (Abridged)

	2000 (est.)	% Growth, '90-'00	% of Total
NW IL	672,476	6.5	5.53
Chicago Metro	7,848,453	7.9	64.56
Illinois	12,155,977	6.2	

Source: "Illinois Market Facts"

Chart 1.3 (Appendix A)

Age Distribution NW IL

Age	NW Illinois	Chicago Metro	Illinois
Under 5	7.4%	7.4%	7.1%
5 -- 9	7.5%	7.1%	7.6%
10 -- 19	13.8%	13.7%	14.5%
20 -- 44	37.4%	33.8%	36.6%
45 -- 64	21.7%	24.2%	21.9%
65 -- 74	6.5%	8.3%	6.3%
Over 74	5.7%	5.6%	6.0%

Source: "Illinois Market Facts"

Chart 1.4

Per Capita Income, current dollars (Abridged)

	2000 (est.)	% Growth, '90-'00	
NW IL	26,054	3.9	
Chicago Metro	35,898	4.7	
Illinois	31,263	4.3	
	NW IL	State	US
Wealth Index:	95	110.04	100

Source: "Illinois Market Facts"

Chart 1.5 (Appendix A)

Highest Educational Attainment (% of People >25yrs)

	H.S Only	2000 Estimates Some College	College 4+Yrs
NW Illinois Region	41.4%	24.1%	19.4%
Chicago Metro	29.8%	25.0%	29.9%
Illinois	33.7%	24.7%	26.0%

Source: "Illinois Market Facts"

Appendix A

Chart 1.6 (Appendix)

	NW IL (2000)	Chicago (2000)	Illinois (2000)
Farm	3.2	0.1	1.3
Agricultural Services	1.5	0.8	0.9
Mining	0.1	0.1	0.3
Construction	5.4	4.8	5
Manufacturing	21	13.1	13.4
Transportation/Utility	4.4	5.9	5.6
Wholesale Trade	3.7	5.9	5.2
Retail Trade	15.33	14.5	15.5
Fin, Ins, Real Estate	6.8	10.2	9.2
Business Services	27	34.1	31.9
Government	11.4	10.4	11.8
Total	401017.00	5022942.00	7469270.00

Source: "Illinois Market Facts"

Chart 1.7 (Appendix A)

Retail Trade Expenditures (1999)

	NW Illinois	Chicago Metro	Illinois
Apparel	1.7%	4.4%	3.6%
Automotive	23.2%	20.5%	21.8%
Eating & Drinking	8.3%	9.9%	9.6%
Food (Grocery)	14.1%	12.6%	12.9%
Furniture	4.9%	6.0%	5.5%
General Merchandise	13.6%	11.3%	12.7%
Lumber, Bldg, Hardware	6.9%	4.8%	5.4%
Pharmaceutical	9.9%	12.4%	11.3%

Source: "Illinois Market Facts"

Chart 1.8

County of Origin of On-Campus Students

	Students (Fall '99)	% of Total
Cook-Suburban	4920	23.652709
Cook-Chicago	1650	7.932310947
DuPage	2736	13.15321379
Kane	1740	8.364982453
Lake	1015	4.879573097
McHenry	963	4.629585116
Total Urban/Suburban	13024	62.61237441
Other Counties	7777	37.38762559
Out-of-State	906	4.355559829
Out-of-Country	591	2.841209557
Unknown	24	0.115379068
Total	20801	

Source: Data Book 1999

Appendix A

Chart 1.9 (Appendix)

Total Headcount Enrollment (Fall 1980 - Fall 99)

1980	26263
1981	25857
1982	26160
1983	25176
1984	24690
1985	24835
1986	26049
1987	26461
1988	25468
1989	25207
1990	25347
1991	25532
1992	24503
1993	23373
1994	23181
1995	23203
1996	21892
1997	22525
1998	22668
1999	23103

Source: "Data Book 1999-2000"

Chart 1.10 Income Estimate From Survey Subjects						
Chart 1.10 - sub A						
	Most Likely					
	Worst			Best	AVG	
	10.00%	20.00%	40.00%	20.00%	10.00%	
Can View	63	52	45	41	34	46.3
Will View	8	12	15	13	11	12.9
Can Post	5	5	5	5	5	5
Wview/Can Post	5	8	8	7	6	7.3
Will Post	5	7	8	10	12	8.3
Will Pay to Post	2	3	5	8	13	5.7
UT Creators	0	1	2	4	7	2.5

Appendix A

Posting Fee Breakdown

80/20 Rule	Best			Worst	
60.00%	45	30	25	15	5
20.00%	110	70	35	25	20
20.00%	540	190	170	130	110

Posting Amounts Based on Estimated Times of Posting per month

Pay Scale "Upper-Tier"

(*See Appendix Chart 1.11 for Income Interval)

Chart 1.10 -sub B

Scenario	Worst	10.00%	20.00%	40.00%	20.00%	Best	10.00%	AVG
WW	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
W2	1	\$29.00	\$40.00	\$56.00	\$70.00	\$157.00	\$63.00	\$63.00
ML	2	\$58.00	\$80.00	\$112.00	\$140.00	\$314.00	\$124.00	\$124.00
B2	4	\$116.00	\$160.00	\$224.00	\$280.00	\$628.00	\$252.00	\$252.00
BB	7	\$203.00	\$280.00	\$392.00	\$490.00	\$1,099.00	\$441.00	\$441.00

\$20 Base Rate

Pay "Lower-Tier"

Base Rate

\$15

Chart 1.10 sub C

Scenario	Income	Average Expected Annual Income From Sample	\$243.00
WW	2	\$30	
W2	3	\$45	
ML	5	\$75	
B2	8	\$120	
BB	13	\$195	
AVG sub A	5.7	\$86	

Estimated Income from Campus	
(Sample Extrapolated to Total)	\$57,439.13
Total Enrollment	20801
Sample Size	88

Appendix B

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